

16 DECEMBER 1964

ILLEGIB

MEMORANDUM FOR: EXECUTIVE DIRECTOR/CONTROLLER

SUBJECT : SALARY AND WAGE DIVISION REVIEW OF STAFFING COMPLEMENT OF THE CABLE SECRETARIAT

1. THE INSPECTOR GENERAL IN HIS SURVEY OF THE CABLE SECRETARIAT DECEMBER 1963, RECOMMENDED  
THAT:

"THE CABLE SECRETARY REQUEST THE SALARY AND WAGE DIVISION OF THE OFFICE OF PERSONNEL TO CONDUCT A FULL REVIEW OF STAFFING OF THE CABLE SECRETARIAT TO DETERMINE ITS ADEQUACY; THAT THE FINDINGS WITH APPROPRIATE RECOMMENDATIONS BE REPORTED TO THE EXECUTIVE DIRECTOR/ COMPTROLLER; THAT THIS STUDY BE UNDERTAKEN NO LATER THAN JANUARY 1966."

2. THE SALARY AND WAGE DIVISION HAS COMPLETED THE REVIEW REQUESTED, AND ITS RECOMMENDATIONS ARE ATTACHED.

3. WHILE I AM NOT OPPOSED TO THE SALARY AND WAGE DIVISION'S RECOMMENDATION THAT A "FULL SCALE STUDY BE MADE OF THE PROCESSING REQUIREMENTS OF THE CABLE SECRETARIAT" BY THE RECORDS MANAGEMENT STAFF, I MUST SAY IN ALL CANDOR THAT I DON'T BELIEVE SUCH A STUDY IS NEEDED. "FULL SCALE" STUDIES ARE OFTEN OF INVALUABLE ASSISTANCE TO A UNIT HEAD WHO LACKS THE MEANS OF DETERMINING FIRST HAND WHAT THE PROBLEMS ARE, AND WHAT SOLUTIONS APPEAR FEASIBLE. WE IN THE CABLE SECRETARIAT ARE AWARE OF WHAT OUR PROBLEMS ARE (INCREASING NUMBERS OF CABLES WITH A NEED FOR EVEN MORE EXPEDITIOUS PROCESSING), AND THE SOLUTION (REVISED PROCEDURES, MORE PEOPLE, AND UTILIZATION OF APPROPRIATE MECHANICAL/COMPUTER TYPE EQUIPMENT AT THE RIGHT TIME). A TEMPORARY STAGGERING OF HOURS AS SUGGESTED BY SALARY AND WAGE DIVISION IS NOT A FEASIBLE SOLUTION BECAUSE OF A LACK OF PUBLIC TRANSPORTATION, CAR POOLS, AND DISRUPTED HOUSEHOLDS. TOO, I BELIEVE IT IS NOT GOOD MANAGEMENT TO ASK OUR PEOPLE, WHO ARE ALREADY WORKING UNDESIRABLE HOURS, TO MAKE SUCH A CHANGE. I SINCERELY BELIEVE THAT DOLLAR FOR DOLLAR, MAN FOR MAN, WE ARE PRODUCING AS MUCH IN THE CABLE SECRETARIAT AS CAN BE PRODUCED, PENDING THE POSSIBLE UTILIZATION OF COMPUTERS, WHICH APPEARS TO BE AT LEAST ONE TO FOUR YEARS IN THE OFFING. FROM THE STUDIES MADE OF THE CABLE SECRETARIAT, I BELIEVE IT HAS BEEN ESTABLISHED THAT WE CAN BE RELIED UPON TO OPERATE WITH AN EYE ON EFFICIENCY, PERFORMANCE, AND COST. IF THIS IS TRUE, AND THE WORK IS NOT GOING OUT AS FAST AS IT SHOULD (AND IT ISN'T) THEN I BELIEVE MORE PEOPLE IS THE ONLY EFFECTIVE ANSWER NOW.

**4. I RECOMMEND THAT:**

A) OUR T/O BE INCREASED BY SIX CLERICAL TYPES, THREE GRADE FOUR AND THREE GRADE FIVE,  
TOGETHER WITH FINDS.

b) No further studies be made of the cable separation.

**E) I BE DIRECTED TO REPORT ON UNPUBLISHED DOCUMENTS.**

WHEN WE HAVE ON HAND A WORK FORCE OF [REDACTED] (NOTE: IT IS NOT REASONABLE TO EXPECT  
TO MAINTAIN A STRENGTH OF [REDACTED] IN THIS UNIT--TO MAINTAIN [REDACTED] ON HAND, WE  
NEED A T/O OF [REDACTED] IN MY OPINION.)

25X1A

25X1A

25X1A

25X1A

**CABLE SECRETARY**

25X1A

MEMO FOR THE RECORD:

CONTRARY TO THE STATEMENT IN THE SALARY & WAGE STUDY WE DO NOT USE CABLE ANALYSTS ON DAYS TO PERFORM CLERICAL TASKS; WE DO USE WOMEN ON OTHER THAN THE DAY SHIFT; MANY UNITS CANNOT MAINTAIN COPIES OF ALL CABLES WE FURNISH TO THEM IN A PROPER FILE SEQUENCE WHICH NECESSITATES OUR SERVICING THOSE UNITS; THE TAKING OF "IMMEDIATE STEPS" TO MAKE THE CABLE SECRETARIAT FULLY STAFFED IS DOING NO MORE THAN WE HAVE BEEN DOING FOR MANY MONTHS; WITH REFERENCE TO "SERVICING STATE DEPARTMENT"--THIS IS UNCLEAR; WE DO DISTRIBUTE STATE DEPARTMENT MESSAGES AS WE DO OTHER NON-CIA MESSAGES BUT IN NO WAY ARE WE "SERVICING" STATE DEPARTMENT APPROVED FOR RELEASE 2002/05/09 : CIA-RDP84-00499R000600040133-0

16 DECEMBER 1964

MEMORANDUM FOR: EXECUTIVE DIRECTOR/COMPTROLLER

SUBJECT : SALARY AND WAGE DIVISION REVIEW OF STAFFING COMPLEMENT OF THE CABLE SECRETARIAT

1. THE INSPECTOR GENERAL IN HIS SURVEY OF THE CABLE SECRETARIAT DECEMBER 1963, RECOMMENDED THAT:

"THE CABLE SECRETARY REQUEST THE SALARY AND WAGE DIVISION OF THE OFFICE OF PERSONNEL TO CONDUCT A FULL REVIEW OF STAFFING OF THE CABLE SECRETARIAT TO DETERMINE ITS ADEQUACY; THAT THE FINDINGS WITH APPROPRIATE RECOMMENDATIONS BE REPORTED TO THE EXECUTIVE DIRECTOR/ COMPTROLLER; THAT THIS STUDY BE UNDERTAKEN NO LATER THAN JANUARY 1965."

2. THE SALARY AND WAGE DIVISION HAS COMPLETED THE REVIEW REQUESTED, AND ITS RECOMMENDATIONS ARE ATTACHED.

3. WHILE I AM NOT OPPOSED TO THE SALARY AND WAGE DIVISION'S RECOMMENDATION THAT A "FULL SCALE STUDY BE MADE OF THE PROCESSING REQUIREMENTS OF THE CABLE SECRETARIAT" BY THE RECORDS MANAGEMENT STAFF, I MUST SAY IN ALL CANDOR THAT I DON'T BELIEVE SUCH A STUDY IS NEEDED. "FULL SCALE" STUDIES ARE OFTEN OF INVALIDABLE ASSISTANCE TO A UNIT HEAD WHO LACKS THE MEANS OF DETERMINING FIRST HAND WHAT THE PROBLEMS ARE, AND WHAT SOLUTIONS APPEAR FEASIBLE. WE IN THE CABLE SECRETARIAT ARE AWARE OF WHAT OUR PROBLEMS ARE (INCREASING NUMBERS OF CABLES WITH A NEED FOR EVEN MORE EXPEDITIOUS PROCESSING), AND THE SOLUTION (REVISED PROCEDURES, MORE PEOPLE, AND UTILIZATION OF APPROPRIATE MECHANICAL/COMPUTER TYPE EQUIPMENT AT THE RIGHT TIME). A TEMPORARY STAGGERING OF HOURS AS SUGGESTED BY SALARY AND WAGE DIVISION IS NOT A FEASIBLE SOLUTION BECAUSE OF A LACK OF PUBLIC TRANSPORTATION, CAR POOLS, AND DISRUPTED HOUSEHOLDS. TOO, I BELIEVE IT IS NOT GOOD MANAGEMENT TO ASK OUR PEOPLE, WHO ARE ALREADY WORKING UNDESIRABLE HOURS, TO MAKE SUCH A CHANGE. I SINCERELY BELIEVE THAT DOLLAR FOR DOLLAR, MAN FOR MAN, WE ARE PRODUCING AS MUCH IN THE CABLE SECRETARIAT AS CAN BE PRODUCED, PENDING THE POSSIBLE UTILIZATION OF COMPUTERS, WHICH APPEARS TO BE AT LEAST ONE TO FOUR YEARS IN THE OFFING. FROM THE STUDIES MADE OF THE CABLE SECRETARIAT, I BELIEVE IT HAS BEEN ESTABLISHED THAT WE CAN BE RELIED UPON TO OPERATE WITH AN EYE ON EFFICIENCY, PERFORMANCE, AND COST. IF THIS IS TRUE, AND THE WORK IS NOT GOING OUT AS FAST AS IT SHOULD (AND IT ISN'T) THEN I BELIEVE MORE PEOPLE IS THE ONLY EFFECTIVE ANSWER NOW.

4. I RECOMMEND THAT:

a) OUR T/O BE INCREASED BY SIX CLERICAL TYPES, THREE GRADE FOUR AND THREE GRADE FIVE, TOGETHER WITH FUNDS.  
b) NO FURTHER STUDIES BE MADE OF THE CABLE SECRETARIAT AT THIS TIME.  
c) I BE DIRECTED TO REPORT ON WHETHER PROCESSING TIMES AND CAPABILITIES ARE IMPROVED WHEN WE HAVE ON HAND A WORK FORCE [REDACTED] (NOTE: IT IS NOT REASONABLE TO EXPECT TO MAINTAIN A STRENGTH OF [REDACTED] IN THIS UNIT--TO MAINTAIN [REDACTED] ON HAND, WE NEED A T/O OF [REDACTED] IN MY OPINION.)

25X1A

25X1A

25X1A

25X1A

25X1A

CABLE SECRETARY